

AU/ACSC/047/1999-04

AIR COMMAND AND STAFF COLLEGE

AIR UNIVERSITY

# AIR NATIONAL GUARD TOOLBOOK

by

Daniel J. Dunbar, Major, New York ANG

A Research Report Submitted to the Faculty

In Partial Fulfillment of the Graduation Requirements

Advisor: Major Anthony J. Gould

Maxwell Air Force Base, Alabama

April 1999

## **Disclaimer**

The views expressed in this academic research paper are those of the author(s) and do not reflect the official policy or position of the US government or the Department of Defense. In accordance with Air Force Instruction 51-303, it is not copyrighted, but is the property of the United States government.

## *Contents*

	<i>Page</i>
DISCLAIMER .....	II
ACKNOWLEDGEMENTS .....	IV
ABSTRACT .....	V
ANG TOOLBOOK SUMMARY.....	1
ANG TOOLBOOK USE AND INSTALLATION.....	4
BIBLIOGRAPHY .....	6

## *Acknowledgements*

I would like to thank Maj. Walt Gordon and members from the ACSC AY 98 Class for laying the foundation for this Air National Guard Toolbook technology project. Special thanks to my fellow classmate and friend, Maj. James Imlay, for his guidance and encouragement to use MS FrontPage in helping me produce this project. Without Jim's help and understanding I would never have been able to enhance the hard work of my predecessors. Finally, I am extremely grateful to Maj. Anthony Gould for his tremendous patience and encouragement in helping me complete this project. Tony knows how much I love to talk about the Air Guard and his encouragement to improve upon last years' technology project and make it a product for future ACSC curriculum. I would be remiss if I didn't mention MG Donald Sheppard (Ret) for his past leadership and vision that has made the Air National Guard into the "World Class Organization" that exist today. Thank you for your guidance in making the Air National Guard a great and wonderful place to work and be a part of.

### ***Abstract***

This project updates and expands an existing Air National Guard cyberbook to provide ACSC faculty, ACSC students, as well as distance learning students with a ready, up-to-date reference on the Air National Guard. Due to continuing reductions in funding and personnel, coupled with increased operational tempo, more missions and contingency support will be expected from the Reserve Components; thus a need for increased awareness and knowledge of the Reserve components as part of the Total Force structure. Active, reserve and civilian individuals would benefit from enhanced basic knowledge of the Air National Guard history, force structure and operations. This toolbox provides that knowledge.

The information provided in the project is presented in a Hypertext Markup Language and civilian individuals would benefit from enhanced basic knowledge of Air National Guard history, force (HTML) format, easily accessible by most web browsers. The intent is to present an Air National Guard cyberbook that is highly usable and well integrated with the World Wide Web (WWW). This AY99 technology research effort expands and updates information presented in the old asymmetric toolbox language (Toolbook) still being used in the ACSC curriculum. This toolbox gives a brief overview of ANG Heritage, current roles and missions, brief description of the ANG Organization, and the methods by which the Guard is "called-out" or activated during

federal and state emergencies. Finally, there is a US map with hyperlinks to each state and a page with several related Internet hyperlinks.

## Chapter 1

### ANG Toolbook Summary

*"The vision of tomorrow will be the vision of all of us as one organization...This is the beginning of a new era...1998 will become the Year of Transition...the Total Force concept does not simply extend to the relationship with the active Air Force...we sometimes forget...our brothers and sisters in the Air Force Reserve. The future will see our two organizations interacting more and more together."*

-Major General Paul Weaver  
Director, Air National Guard

Today the Air National Guard performs a broad range of combat and combat support missions, including counter air interdiction, close air support, strategic and tactical airlift, aerial refueling, space operations, force protection, aeromedical evacuation, aerospace rescue and recovery, and special operations. The Air National Guard is an integral part of today's Total Force.

The Reserve components' mission is to train and prepare for their wartime mission as specified by the parent service. One aspect of the Air National Guard that makes it unique among other reserve components of the world is its DUAL State and Federal status. "The Air National Guard federal mission is to maintain well-trained, well-equipped units available for prompt mobilization during war, and provide assistance during national emergencies (such as natural disasters or civil disturbances)."<sup>1</sup> The State mission for ANG unit(s) is to provide protection of life and property, and preserve peace, order, and public safety as directed by the Governor.<sup>2</sup>

The Air Reserve component, which is comprised of the Air National Guard (ANG) and Air Force Reserves (AFRES), provides about 40% of the manpower available to the Total Force.<sup>3</sup> While the Reserve component provides almost 40% of the Total Force manpower, the Air National Guard and Air Force Reserve together consume barely 8% of the Total Force Budget.<sup>4</sup> Today, as Congress continues to reduce our active duty strengths in attempts to decrease the defense spending, coupled with increased operational tempo, more missions and contingency support will be expected from the Reserve Components; thus a need for increased awareness and knowledge of the Reserve components as part of the Total Force structure. Active, reserve and civilian individuals would benefit from enhanced basic knowledge of Air National Guard history, force structure and operations.

The ANG Toolbook provides an educational and informative overview of the Air National Guard. It consists of several functional chapters (Users Guide, Executive Summary, Reserve Component, ANG Heritage, ANG Personnel, Historical Employments, Organization, ANG Unit Locations, Roles and Missions, Activation, Appendix, Bibliography, and Internet Sites) with further detailed breakouts within each chapter. Also included are definitions and discussions about involuntary call-up, national emergencies, partial, full, and total mobilization, and a brief discussion about the Air Forces Reserves (AFRES), the National Guard Bureau (NGB) and the federal and state responsibilities to ANG units.



## Notes

<sup>1</sup> Reserve Force Policy Board, *The Annual Report of the Reserve Force Policy Board*, (Washington D.C.: Office of the Secretary of Defense, March 1998), 3.

<sup>2</sup> Ibid., 3.

<sup>3</sup> Ibid., 45.

<sup>4</sup> Ibid., 31.

## **Chapter 2**

### **ANG Toolbook Use and Installation**

This AY99 technology research effort expands and updates information about the Air National Guard previously presented in the asymmetric toolbook language currently being used in the ACSC curriculum. This updated information is presented in a Hypertext Markup Language (HTML) format and designed for viewing with Microsoft Internet Explorer 3.0 for Windows 3.1 or higher as a stand-alone product. However, connection with the WWW through the Internet can provide better illustrations and in-depth understanding of the Air National Guard. The AY 99 ANG toolbook pages are optimized for viewing on a monitor with 800 X 600 resolution and the browser window maximized. If you have not used an interactive hypertext program before, the help section provides the basics on how to use this product.

Recommended installation and operating procedures are as follows:

1. Create a new folder on your hard Drive called "GUARD101."
2. Copy the GUARD101 program contents to this folder.
3. Open the Window explorer.
4. Locate and open "GUARD101"
5. Locate and double click the "**te\_index.htm**" file.
6. Maximize your computer screen to a full viewing for best results.
7. The disclaimer page is displayed as a full screen. Location the START at the bottom of this page and click.
8. The remaining pages are divided into two (2) frames or windows. They provide a table of contents on the left with a display page to the right. Although sizing of page width is available, these pages are best viewed at their current setting.

The main display window changes as selections are made from the chapter or sub-chapter selections from the table of contents (left window frame). For a bibliography entry selection from within the text, place the cursor over number and click to link. Use the "Back" icon that appears toward the upper left of the screen, just below the *File* and *Edit* product feature selections to return to main display.

Improvements to this ANG Toolbook also include standardizing files into Windows 3.0 naming format, using a common background theme, updating facts and statistics and providing an United States map with WWW hyperlinks to each state's military organization for further information about each state's military activities and units.

## ***Bibliography***

Air Force Instruction (AFI) 36-3205, *Applying for PALACE CHASE and PALACE FRONT Programs*, June 1994.

"A Brief Overview of Minuteman Aviation History." *National Guard Bureau Historical Services Division*, 1994, n.p. On-line. Internet, 16 November 1998. Available from <http://www.ang.af.mil/ngb/paih/heritage.htm>.

Briefing. ANGRC/XO. Subject: "Air National Guard 101", Annual Briefing. FY98

"Comparing the Costs of Active and Reserve Army Forces." Institute for Defense Analyses, 6 November 1997

"Equipping the Air National Guard." *National Guard Magazine* 51, No.9 (September 1997): 42-46

"Guard and Reserve 1997 Personnel Fact Sheets." *Air Reserve Personnel Center (ARPC/DPMPE)*, 1997, n.p. On-line. Internet, 2 November 1997. Available from <http://www.afres.mil/~arpc/imaupdat/fact97.htm>.

Gordon, LtCol Sol (ret), *1998 National Guard Almanac*. 24th ed. (Falls Church, VA: Uniformed Services Almanac, Inc., 1998)

Gross, Dr. Charles J. *The Air National Guard and The Military Tradition*. Washington, D.C.: National Guard Bureau Historical Services Division, 1995

Gross, Dr. Charles J. *Forging the Air National Guard*. Washington, D.C.: National Guard Bureau Historical Services Division, 1994

"Handbook for the Guard and Reserves." supplement to *Air Force Times*. Springfield, VA: Army Times Publishing Co., 1997.

Hargis, Thomas G. "The Impact of Changes on the United States Air Force and the United States Air Force Reserve." Report No. 81-1060, Air Command and Staff College, Air University, Maxwell AFB, Alabama, 1982.

Harlan, John S. "The United States Air Force Reserve: Past, Present and Future." Executive Research Project No. A127, The Industrial College of the Armed Forces, National Defense University, Fort McNair, Washington D.C., 1993.

"History of the United States Air Force Reserve." HQ AFRES/HO, 155 2nd Street, Robins AFB, Georgia, 1 May 1995.

Reserve Force Policy Board, *The Annual Report of the Reserve Force Policy Board*. Washington D.C.: Office of the Secretary of Defense (Reserve Component Program), March 1998.

DISTRIBUTION A:

Approved for public release; distribution is unlimited.

Air Command and Staff College  
Maxwell AFB, Al 36112